Del Norte Fairgrounds

Five-Year Strategic Plan



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**Executive Summary**

**Background**

**Del Norte County Fair**

The Del Norte County Fair is operated and governed by two separate Boards; the 41st District Agricultural Association, which is Governor appointed, and the Park and Recreation Fairgrounds District Board, which is an elected Board. Throughout this document, “Boards or Board” will represent both governing bodies.

The annual Del Norte County Fair has been funded by the State of California for decades; however, in 2011 the State eliminated supportive public funding for all fairs. In response to this action, the 41st District Agricultural Association created a “special district” and crafted a ballot measure that would impose a seven-year, quarter percent sales tax increase to support fair activities and to develop long-range plans to stabilize funding for the fairgrounds and annual fair.

The citizens of Del Norte voted in favor of the temporary sales tax increase in November 2014. The Boards have undertaken the task of developing a long-term plan for sustainable funding for the fair and fairgrounds infrastructure before the ballot measure expires.

The Boards commissioned a Financial Study of the fairground’s activities and events which is intended to assist in the decision making process for development, expansion, planning, and cost savings. The next steps were to develop a strategic plan for long-term growth and sustainability. The Strategic Plan will provide direction to the Boards and staff for long-term growth and short-term goals for efficient and effective operation of the fairgrounds.

This Strategic Plan will be implemented immediately and carried out over the next five years. The Boards have a strong commitment to the citizens of Del Norte County to use their tax money wisely and make positive changes for the fairgrounds with that funding. The Boards are committed to developing the fairground properties, improve facilities, promote business development, enhance activities and events, support community functions, and make the fairgrounds economically stable.

This Strategic Plan will be fully implemented and monitored for progress by the Boards on a regular basis. The Boards will also hold themselves and staff accountable to carry out the strategies outlined in this plan. By the year 2022, the community will see positive changes to the fairground properties and financial stability for the organization.

The Boards are committed to support and develop the fairgrounds and have recently adopted a new mission and vision to reflect their strong commitment to community, culture and improvements.

Mission Statement

It is the mission of the Del Norte County Fairgrounds to serve the public as a place of celebration, tradition, learning, economic development, social well-being, civic responsibility and community health in good times and in times of challenge. The Fairgrounds is where the community gathers to showcase the vibrant lifestyle and talents of the people, of agriculture and of the community during the annual fair and throughout the year.

Vision Statement

We envision a Del Norte County Fairgrounds that is in a continual state of improvement and upgrade, as a vital place with a strong sense of community connectivity, dynamic uses and activities, safe and welcoming with equal opportunity access. We pledge a future Del Norte County Fairgrounds that is self-sustaining and serves as a contributor to the local economy.

**Business & Industry**

The industries that employed the most people in the County were government enterprises, health care and social assistance, and retail trade. Government enterprises provide 35.8 percent, health care and social assistance provides 14.6 percent, and retail trade provides 10.8 percent of all jobs. The majority of businesses in Del Norte County are small business with less than four employees with these businesses accounting for over 50 percent of all businesses in 2014.

There are four federally recognized tribes located in Del Norte County. Each tribe contributes significantly to the County’s cultural identity and economy. Native organizations operate numerous business enterprises such as golf courses, casinos and hotels that draw visitor dollars as well as businesses and social programs that service the local population such as child care, fuel service stations, medical care, and restaurants. Together, if native organizations were considered to be one industry, it would be the third-largest industry in the County behind health care and retail trade

**Recreational and Cultural Activities**

Del Norte County is an incredible destination for outdoor recreation. It is the home of the Redwood National and State Parks. The County boasts rugged outdoor adventures like whitewater rafting, kayaking, surfing, biking, hiking, camping, and fishing, just to name a few.

The County is also home to two historic lighthouses, local art galleries, farmers markets and craft fairs, historic museums and a host of local events and activities.

**Strategic Plan Overview**

This strategic plan was developed using input from the Board’s Strategic Planning Sub-Committee and the Fair Manager, community interviews conducted by Beck Bailey-Findley of California Fair Services Authority, and reviewing past planning documents.

Six major goals were established with each having specific strategies and tasks to promote growth and implement efficiencies.

**Major Goals:**

**Goal 1: Improve Business and Operational Efficiencies**

**Objective:** Establish policies and procedures to continually review and adjust internal processes for efficiencies and effectiveness of all fair and fairground activities.

**Goal 2: Promote Business Development**

**Objective:** To research and recruit businesses, events, and activities that are suited to the area which will create long-term stability.

**Goal 3: Promote Events and Activities Development**

**Objective:** To increase events and activities on fairground properties for the financial support of the organization and increase the community use of the facilities.

**Goal 4: Improve Facility Infrastructure**

**Objective:** To improve existing infrastructure deficiencies, accommodate desired future growth, replace worn-out facilities, and assess current facility use.

**Goal 5: Establish Public Relations Plan**

**Objective:** Create a dialogue with the community; tell the story of the Del Norte County Fairgrounds which is more than just a fair; it’s the hub of the community. And to communicate the cultural and historic past, current state and future direction of the fairgrounds.

**Goal 6: Develop Long-Term Planning**

Long-term planning is an integral part of responsible management and requires adjustments along the way to determine if the plan remains relevant, to account for changes in the community and economy, and to allow flexibility in goals and strategies. It is worth the extra effort to develop the appropriate companion plans as tools for maximum leverage and efficiency.

**Goal 1: Improve Business and Operational Efficiencies**

Business and Operational Efficiencies will scrutinize internal functions and revenues and expenses that are the backbone of a well-run organization. The strategies will be implemented in the first year of the strategic plan, which will give the Boards the information, and guidance they need to make long-term policy and development decisions.

A Time/Cost Analysis will be conducted during the next two years, and then every three to five years to ensure that costs are allocated appropriately across all events and activities. The analysis will help the Boards and Staff to determine expenses related to the services provided and will provide a tool to gather expenses and tie them to the services. The Time/Cost Analysis’ purpose is to increase understanding of how to use funds, help determine which services to focus on, help set charges and fees, and assist in negotiating charges with payers. This analysis is also useful for budgeting, strategic planning and community support. The Time/Cost Analysis will be conducted internally with the development of a few basic tools such as a Staff Time Allocation Matrix and a Time Study Matrix, or using an Event/Activity Cost Analysis. (Samples are included in the appendix.)

The Boards and staff will review all income and expenses related to fair activities. The Financial Study indicates a high number of free gate admissions and loss of revenue on fair exhibits. Also, the strategic planning sessions suggested investigating a few new potential revenue streams such as season passes, VIP paid parking, reserved seating and premium sponsorships. These ideas will be investigated and implemented over the course of a few years.

All contracts and internal and external policies and procedures will be reviewed on an annual or biennial schedule to keep costs and amenities current and competitive.

When developing or promoting interim activities, an Event/Cost Analysis (see appendix) will be performed before implementing the activity. The analysis will help the Boards and staff to prepare appropriate contracts and cost estimating.

There are also a number of groups that use building space free of charge, and while this is a great example of supporting the community and non-profit organizations, consideration should be made regarding the actual cost of the use, including utilities, maintenance, insurance liability, etc. Many of these groups donate in-kind contributions of labor and participate in fair events; however, the Boards will consider a nominal fee to those groups that do not actively participate in trade work or in-kind contributions.

**Goal 2: Promote Business Development**

The development of new business opportunities is a long-term goal and will be a priority every year. The process for development will begin immediately through planning and direction.

The Boards will first determine the direction of the fairgrounds: recreational, cultural, arts, sports, commercial, etc., and then they will identify the types of businesses and activities that will take place on the property. The development process will include working with the California Department of General Services (DGS) prior to recruitment to ensure ground lease transactions are timely and acceptable, as well as preparing potential locations for development. Once the groundwork has been accomplished, business recruitment will begin. Work with DGS to develop an RFP/RFQ process and see what businesses apply or actively target business using site selector agencies. Staff will engage the local economic development agencies such as the Chamber of Commerce and Del Norte County Board of Realtors. These agencies are often the first point of contact when businesses are looking to start or relocate.

Sample Multi-Use Activity and Compatible Business

Recreation and Sports

This could include:

Pickelball/Tennis
Motocross
Baseball Field
Equestrian Center
Volleyball
Boxing
Fencing
Adventure Park (rock climbing, obstacle course, zip lines, horse rides, etc.)
Indoor Sports Center (laser tag, skating rink, arcade, batting cage, etc.)

ARTS AND CULTURE

This could include:

Performing Arts Center
Science Center
Museum
Education Center
Local Theater Events
Dance and Exercise
Art Classes
Artist Incubator
Festivals

Related Commercial Development
Expanded RV Park, Hotel, Artisan Food Establishments, Fitness Center, Sporting Goods, Bookstore, and Arts & Crafts Retail Store.

During the process of developing the theme and business development opportunities, an assessment of all buildings and properties will be conducted. The assessment will help guide the next phase: a site design of the fairground property. This site design will help the Boards and potential businesses visualize the layout and location of the proposed growth. The site design will also help decide where infrastructure development needs to occur.

When the fairgrounds is ready to recruit new business, a marketing guide will be developed to give to prospective businesses and also be made available on the fairgrounds website. Marketing to prospective businesses requires not only shovel-ready sites, but also adequate workforce, access to transportation, costs, zoning, local regulations, tax incentives, amenities, and a host of other deciding factors. (See appendix for basic Site Selection Criteria.) This information will be developed in partnership with the Del Norte County Community Development Department. The Fairgrounds staff will compile this information along with specific fairground property information for potential businesses as a part of the Request for Proposals (RFP) or Request for Qualifications (RFQ) or for any Site Selector Agency that may be engaged to recruit business.

To promote local business growth, the fairgrounds could set up a business incubator. A business incubator is a workspace created to offer startups and new ventures access to the resources they need in a single location. In addition to a desk or office, incubators may provide resident companies with access to expert advisors, mentors, administrative support, office equipment, training, and/or potential investors. Some incubators take an equity stake and others simply charge a fee to be in the space. Incubators are typically partnerships or collaborations sponsored by one or more pro-business organizations, such as local colleges, government entities (City, County and Tribes), economic development organizations, for-profit ventures, including investment-related. Partnering with the local community college, for example, could be part of an overall collaboration that would include an incubator project, workforce training, and other educational opportunities that could be offered at the fairgrounds.

Additionally, the Boards will investigate expanding the recreational vehicle (RV) and campground facilities, especially if recreational activities are pursued for development and expansion. RV and campground facilities would be a natural fit for the recreation enthusiast. During events, they can become a more affordable alternative to staying in local hotels, and when properly planned and managed, they can become a year-round source of revenue.

**Goal 3: Promote Events and Activities Development**

Another financial opportunity is to increase events and activities that are held at the fairgrounds. The Boards will develop policies regarding the types of events that will be held and specific provisions for events that may fall outside of the policy. An Event Coordinator should be hired to concentrate efforts on using the facilities year round. The Coordinator must be knowledgeable in marketing and promotions, as well as possessing the ability to prepare financial projections for each event.

**Goal 4: Improve Facility Infrastructure**

Addressing aging infrastructure is the most difficult part of any Strategic Plan or Master Plan. This goal requires a substantial amount of funding and generally takes years to accomplish. The 2000 Master Plan listed a number of capital improvements including building demolitions and new construction with large cost projections. The 2003-2005 Strategic Plan Summary report also cites infrastructure improvements as a necessity. More recently, the Board developed a Draft Capital Improvements List (see appendix). Once the list is finalized and prioritized, a Project Worksheet (see appendix for sample) will be created for each priority that will include a timeline, purpose, funding, staff/Board responsibility, completion date, report-outs to the Boards and other pertinent information. Creating a Project Worksheet and assigning responsibility for the project will move the project from planning into action.

The Fairgrounds would also benefit from better external imagery, signage, and landscaping. While the fairgrounds are easily visible from Highway 101, the buildings are set back from the highway behind an expansive parking lot that is in need of repaving. Even with new paving, the first impression of the fairgrounds is drab and well worn. Part of re-creating the image will be making sure the first impression of the facility is enticing, modern, clean, well maintained and welcoming. Once the new theme for the fairgrounds has been developed, particular care must go into designing the new look to capture the public’s attention and to be inviting to new businesses.

**Goal 5: Establish Public Relations Plan**

Public relations is a strategic communication process that builds mutually beneficial relationships between organizations and the public. The Del Norte Fairgrounds already has a good relationship with much of its public, however, when a long-standing organization decides to transform itself, it becomes critical to clearly define a public relations plan. Keeping the public and stakeholders informed of the intended changes with continual updates will lessen the amount of speculation and untrue stories that naturally occur. A good Public Relations Plan will keep organizational relationships solid and can turn negative occurrences into positive stories. Public Relation Plans require dedication and a constant outflow of accurate information.

Once the theme of the fairgrounds is developed the Boards will launch the Public Relations Plan using a clear and consistent message, and they will develop marketing materials to carry that message to the public. The messages will write the story of the fairgrounds: culture, history, mission, vision, and future, and will provide the publications through all mediums to reach the broadest public eye. The fair and fairgrounds website will be reviewed for improvements and staff will keep the website relevant with regular updates. There will be a space on the website for community surveys and feedback.

The Boards will assign a communications committee to monitor and annually review and update their Public Relations Plan. Evaluation methods to determine if the Public Relations Plan is effective will be developed and adjusted as needed.

Internal communications are just as critical as external communications, and methods will be developed to disseminate internal information to the Boards, staff and volunteers.

**Goal 6: Develop Long-Term Planning**

A Strategic Plan can cover the elements of change and how to achieve that change, but it also needs to be executed. Often times we hear how a great plan was written only to have it gather dust on the shelf or be shoved in a desk drawer. Every Strategic Plan needs to have a champion, or a Board of champions, to make sure that goals are achieved.

One key to carrying out Strategic Plans is to develop an **Implementation Plan**. An Implementation Plan can be easily developed using basic tools to help achieve the goals. Implementation Plans can direct responsible parties, timelines, funding, measurements, and reporting guidelines. A start-up Implementation Plan can be found in the appendix.

Another guide for success will be to develop a **Capital Improvement Plan**. A Capital Improvement Plan is generally a longer-term plan focused on the infrastructure improvements needed to carry forward the goals of the Strategic Plan. Capital Improvements will likely require many funding sources and take years to realize, which is exactly why a Project Worksheet (see appendix) should be developed for each improvement. The Project Worksheet assigns a responsible party, develops a timeline, defines potential funding, and identifies alternative actions.

Implementation Plan and the Capital Improvement Plan reports will be regularly reported items at Board meetings and reviewed by the Public Relations Committee for inclusion in media reports.

Additionally, good Board governance is key to moving forward with Strategic Plans and responsible management. Board Members will actively participate in all meetings, attend appropriate Board trainings, be volunteers, and be champions of the fairgrounds. The Board members are the best public communicators to carry the vision of the fairgrounds. Board members will hold annual Board assessments and annual retreats to assess progress, update plans and policies, and recommit themselves to the fairgrounds.

One of the primary reasons for developing this Strategic Plan is to address the loss of the State of California’s funding for all fairs. The Del Norte Fairgrounds must to find a way to become stable and successful. The future of this fair and others depends upon their ability to take charge of their domain and remain intact as county fairs and as community hubs. For the fairgrounds to chart its own destiny and reinvent itself, it needs to be in control and have ownership of the lands that are no longer supported by the state. The Boards must address the issue of land ownership or it may very well find it more difficult to develop land because of the lengthy and time-consuming processes of the state. The Boards will work with other fair Boards around the State, engage their County Board of Supervisors, State Senators and Congressmen to lobby the State of California for ownership of fairground properties.

The development of a long-term plan will also include the creation of a non-profit arm for the fairgrounds. Presently, there is a fund set up at the Wild Rivers Foundation. This organization will accept donation on behalf of the fairgrounds. Specifically, “This fund was the long-term vision of community partners and the 41st District Agricultural Association Board. The fund’s purpose is to finance special projects which will ultimately enhance the community’s overall use of our fairgrounds and support current and future projects and activities at the Del Norte County Fair.” There are a few fairs in California and Oregon that have an independent IRS recognized 501(c)(3) tax exempt organization who provides fundraising activities, catering services, volunteer labor, support for capital improvement projects, and a variety of other functions. The Del Norte Fairgrounds will develop its own non-profit arm to help promote and support the fairgrounds. Traditionally, non-profits also have access to grant programs for projects and services that may not be available to quasi-governmental agencies.

This Strategic Plan is a living document, subject to change as priorities change or opportunities become available. It is intended to guide the Boards through some decisions and tasks that may result in actionable outcomes. As with any Strategic Plan, it is only as good as the implementation and champions supporting it. The Board should hire a contractor as a Project Manager to lead the charge in implementing the Strategic Plan. The Project Manager must be knowledgeable in the major aspects of the plan, including business recruitment and development, public relations, non-profit start-up, and business management.

The following pages are the specific Goals, Objectives, Strategies and Tasks of the Del Norte County Fairgrounds Strategic Plan.

**Goal 1: Improve Business and Operational Efficiencies**

**Objective:** Establish policies and procedures to continually review and adjust internal processes for efficiencies and effectiveness of all fair and fairground activities.

**Strategy 1:** Implement a year-long internal Time & Cost Study.

Task 1: Develop method of time tracking for each staff member and associated event or activity.

Task 2: Develop a method of tracking indirect costs (utilities, insurance, PR, equipment, maintenance, etc.) for each associated event or activity.

**Strategy 2:** Review fair income & expenses.

Task 1: Review free gate admissions.

Task 2: Review fair exhibit revenues and costs.

Task 3: Review & research concession booths as a fair activity sponsored by a new non-profit arm of the fair.

Task 4: Review and adjust fair admission prices and create a season pass.

Task 5: Implement paid VIP parking.

Task 6: Develop new sponsor recruitment plan.

**Strategy 3:** Review and updatecontracts and policies.

Task 1: Review and update rental rates.

Task 2: Review and update contracting policies for current practices.

Task 3: Review and update contracts for appropriate rental rates and additional amenity fees.

Task 4: Review and update all internal policies annually; personnel handbook, safety procedures, rental rates, Board of directors policies, etc.

**Strategy 4:** Review Interim Activities.

Task 1: Using the Time & Cost Study results and revenue and expenses, review all interim activities for cost effectiveness.

Task 2: Reevaluate all interim activities that do not result in a net positive cash flow.

Task 3: Evaluate all new interim activities before implementation.

**Strategy 5:** Building & Grounds use.

Task 1: Evaluate all building and ground uses for most cost effective use for activities and events.

Task 2: Evaluate and update policies related to free fair admissions and free use of fair facility. Consider a nominal fee to cover basic costs for utilities.

**Strategy 6:** Staffing

Task 1: Develop succession planning for all key personnel.

Task 2: Use the Time & Cost Study to determine most effective use of staff time and resources.

**Goal 2: Promote Business Development**

**Objective:** To research and recruit businesses, events, and activities that are suited to the area that will create long-term stability.

**Strategy 1:** Define the direction of business recruitment.

Task 1: Identify core theme of the fairgrounds property; recreation, arts, culture, community hub, sports, agriculture, etc.

Task 2: Identify business sectors that complement the core theme.

Task 3: Develop grounds site design to accommodate new business.

**Strategy 2:** Recruit new business.

Task 1: Work with Department of General Services Real Estate Division on a RFP/RFQ process to recruit potential businesses.

Task 2: Engage the Small Business Development Center, Crescent City-Del Norte Chamber of Commerce, Del Norte County Board of Realtors, and the State of California Business Investment Services to market the fairground property to perspective new businesses.

Task 3: Engage site selector agencies for business recruitment.

Task 4: Develop marketing materials to recruit new business; demographics, major industries, area amenities, workforce, zoning, incentives, etc.

Task 5: Start a business incubator if warranted.

**Strategy 3:** Expand existing revenue resources.

Task 1: Research and implement expanded year-round RV and camping facilities.

Task 2: Research and implement expanded equestrian rentals.

Task 3: Research and develop mini-storage units.

**Strategy 4**: Conduct an assessment of all property.

Task 1: Reevaluate under used buildings for events, conventions and/or short term storage.

Task 2: Assess undeveloped or under developed land for future business use.

Task 3: Determine shovel-readiness of land and work with Department of General Services Real Estate Division to prepare elements necessary for future development.

Task 4: Review and update Highest and Best Use Analysis.

**Goal 3: Promote Events and Activities Development**

**Objective:** To increase events and activities on fairground properties for the financial support of the organization and increase the community use of the facilities.

**Strategy 1:** Increase events & activities.

Task 1: Develop policies regarding types of events and activities that align with the mission and vision of the fairgrounds.

Task 2: Employ an Event Coordinator to actively recruit and develop events for year around financial support of the fairgrounds.

Task 3: Closely monitor all financials of events and activities to produce a net gain.

**Goal 4: Improve Facility Infrastructure**

**Objective:** To improve existing deficiencies, accommodate desired future growth, replace worn-out facilities, and assess current facility use.

**Strategy 1:** Capital Improvements.

Task 1: Review priority list of capital improvements list and develop a Project Worksheet for each improvement and implement improvements.

**Strategy 2:** Entrance Improvements.

Task 1: Assess ‘First Impression’ look and feel of fairground entrance.

Task 2: Redesign entrance to convey the theme of the fairground.

**Goal 5: Establish Public Relations Plan**

**Objective:** Create a dialogue with the community; telling the story of the Del Norte County Fairgrounds which is more than just a fair, it’s the hub of the community. Include the cultural and historic past, current state of the fairgrounds, and future direction of the fairgrounds.

**Strategy 1:** Develop clear, consistent messages that are delivered in “one clear voice.”

Task 1: Create a Theme: Example: community hub, event center, premier convention facilities, destination recreational facility, etc.

Task 2: Appoint a Communications Committee

Task 3: Develop key messages for the Boards and key communicators.

Task 4: Design and package basic information/marketing materials to create a “brand” image.

Task 5: Develop a budget for Public Relations.

**Strategy 2:** Develop marketing materials for your core mission and vision.

Task 1: Create marketing brochures.

Task 2: Redesign the website.

Task 3: Expand media offerings; public broadcasting, Facebook, Twitter, radio, newspaper.

**Strategy 3:** Focus the communication efforts on engaging stakeholders.

Task 1: Establish regular communication with the public.

Task 2: Provide news inserts for local publications.

Task 3: Use media offerings to deliver information on a regular basis.

Task 4: Hold town halls or forums regionally.

Task 5: Provide opportunities for public input that don’t require attendance at a meeting.

Task 6: Develop collaborative partnerships with tourism and business organizations.

**Strategy 4:** Effective Efficient Operation: Update annual Public Relations plan.

Task 1: Develop communication goals designed to improve and integrate effective communication at all levels and that are tied to the fairground’s strategic directions.

Task 2: Annually review and update the Public Relations Plan.

Task 3: Conduct regular research and evaluation on communication efforts.

**Strategy 5:** Internal communication must be a priority.

Task 1: Evaluate effectiveness of internal communication tools and revise to make it more timely and useful to the Boards and volunteers.

Task 2: Ensure all Board members and volunteers receive complete information and receive the same information.

Task 3: Increase opportunities for face-to-face communication with volunteers.

Task 4: Develop a standard procedure for reporting the outcome of meetings involving the Boards.

**Goal 6: Develop Long-Term Planning**

Long-term planning is an integral part of responsible management and requires adjustments along the way to determine if the plan remains relevant, to account for changes in the community and economy, and to allow flexibility in goals and strategies. It is worth the extra effort to develop the appropriate companion plans as tools for maximum leverage and efficiency.

**Strategy 1:** Plan Implementation Basic Steps

Task 1: Develop Implementation Plan

* + - Define Key Performance Indicators
		- Define Strategic Plan Team Leaders
		- Develop Work Plans; timelines, funding, staff needed,
		- Develop Reporting Strategies for the Boards and community

**Strategy 2:** Capital Funding Plan Basic Steps

Task 1: Develop Capital Funding Plan

* + - Define capital projects
		- Identify funding sources
		- Develop timeline

**Strategy 3:** Governance and Ownership

Task 1: Leadership

* + - Facilitate Board development through appropriate Board training.
		- Review and adopt Board Policies and Procedures
		- Conduct an annual Board Assessment
		- Recruit Board members with close ties to the mission of the organization

Task 2: Ownership

* + - Work with the State of California for land ownership of the fairground properties
		- Use the Special District as the governing body for land acquisition

**Strategy 4:** Non-Profit Partner

Task 1: Organize a new non-profit designed to support fundraising and volunteerism for fairground activities and events

* Recruit start-up Board
* Develop policies, bylaws, articles of incorporation, mission and vision
* Develop roles and responsibilities of the new Board
* Apply for non-profit status

**Acknowledgements**

Developing a Strategic Plan requires a collective knowledge of the area, resources, history, demographic data, culture, opportunities and vision. Becky Bailey-Findley, Executive Director California Fair Services Authority, Tamera Leighton, Executive Director Del Norte Local Transportation Commission, and Randy Hatfield, Fairgrounds Manager provided a wealth of historical information and current opportunities which supported the development of the Del Norte Fairgrounds Five-Year Strategic Plan. Their collective input, insight and vision helped pull the goals and strategies together to develop this workable and measurable plan.

Thank you.

**Appendix**

**Strategic Plan Implementation Matrix**

**Staff Time Allocation Worksheet**

**Time Study Worksheet**

**Activity/Event Cost Analysis Worksheet**

**Capital Improvements Priority List**

**Capital Project Worksheet**

**Site Selection Criteria**